

Integrated Planning Cell

February 10, 2022

Start time: 0700hrs

Location: NOC, RCMP GHQ

ATTENDEES:

- PARDY, Carson – Chief Superintendent, OPP
 - FRANCIS, Mike – A/Superintendent, OPP
 - COLLINS, Brad – D/Inspector, OPP
 - TAYLOR, Brad – Emergency Management Unit Planner, OPP
 - LEU, Phil – Superintendent, RCMP
 - TETREAULT, Darwin – Sergeant, RCMP
 - SKINNER, Tim – Inspector, York Regional Police
 - DUFFY, Arlene – Sergeant, Toronto Police Service
 - ETHIER, Isabelle – Planner, Toronto Police Service
 - WARFIELD, Thomas – Inspector, Peel Regional Police
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- LEONARD, Valerie – RCMP Scribe
 - MCKENNEY, Toni – OPP Scribe

Minutes:

PARDY:

- Maintenance ask is 298 bodies.
- Currently RCMP have 50 on ground.
- OPP has 60, working 2 shifts.
- OPS is filling 60 of these positions per shift.
- RCMP/OPP to provide 120 bodies, (60 per shift).
- Action Plan that was scheduled this morning was delayed, pending further refinements to the plan, after tactical advisors discussion with OPS. There will be a meeting this afternoon with that group to build a more sustainable plan for Rideau/Sussex.
- As an integrated planning group, need to know what that plan looks like for outside agencies to bolster and support OPS.
- Still having difficulties figuring out what the deployment plan would look like on ground. Options being discussed - need to get some definition around what kinds of teams the OPS wants.
- OPS looking for 320 officers for Enhanced Surge and Enforcement teams. We need to know how that will work within the command structure.
- We need a communications plan, we need a logistics plan.
- Logistics is significant and we don't know our capacity for lodging – notwithstanding Covid, it is Super Bowl weekend, Winterlude is this weekend, likely to see an influx of people to the city alongside police and protestors.
- OPP have a CP in the west end, we have secured limited rooms, but it is limited. There is enough room for 60 officers in that hotel.
- Need to have further dialogue with OPS in terms of command and control.
- Tactical advisor at the meeting with the Chief yesterday provided a good option – may still be actionable. A lot of expertise went into the plan – looking at the psychology of this type of protestor – positioning this as a win-win, with the safety of the public, the police and protestors at the forefront.

- We need to have reporting structure worked out, know how additional resources will be managed.

TETREAULT:

- Protestors are a cross section of Canadians – idea is to bring in police from across the entire country – community liaison officers, school resources officers, PLT - and slowly remove the OPS footprint.
- These officers have incredible communication skills –negotiate with every individual trucker who wants to leave and get them out.
- Build those personal relationships – might not be successful in removing all trucks, but we would be able to lessen the footprint.
- At the same time, we gather intel and build hard-tac plan on the side.
- 2 things that bring this plan to the forefront:
 - o #1 The ex-police and ex-military who are embedded in the group are providing tactical advice. Have prepared the protestors for a tactical response; that's what they're waiting for. They're waiting for a fight. They're not going to be expecting a soft
 - o #2 – We can employ this same model of response across the province – Sarnia, Waterloo, Peel, York – each region can provide a couple officers, but still manage to police their own city.
- Slow, measured, gradual response.
- To support OPS, we need measurable enforcement – we can chip away at the prohibited drivers, etc. We need to slowly pull back on enforcement and move community officers in.
- Spoke with Dr. Tamara Harold – Public Order SME – UNLV. She is willing to speak to group.
- Not going to see an immediate change for a couple of shift cycles, until the community cops wear them down.
- Create time and distance between the end of this and the government removing restrictions – government can say they won, truckers can tell Canadians they got their freedoms back for everyone and cops don't have to use tear gas in front of Parliament Hill.
- To the rest of the world, we can say it's a prototypical Canadian response to this.

FRANCIS – what is the OPS Chief going to say?

- TETREAULT - OPS saves face on this – the OPS, in its own words, is on its knees. We remove OPS from this slowly, over the course of 4 or 6 or 8 shift cycles. They're exhausted. They go back to work and police the rest of the City.
We're going to build a police detachment - incident policed by another police service within your city. Same as a terrorist plane crash – RCMP would take over that, within the city of Ottawa.
- The boss has to relinquish control. OPS polices the rest of the City; the rest of Canada will deal with the protest.

PARDY

- OPS is listening to their tactical advisors – London, OPP and RCMP, group came to the consensus the plan for this morning was not ready.
- This is brainstorming – TETREAULT presents a viable plan. Is that the only plan? No. Is it an option that should be given consideration? Absolutely.
- Integrated Planning Unit is here to support OPS. Usually, we know exactly what those needs are. This case, we know command structure, who to report to etc. We still don't have that type of structure to know where and how we are deploying these people and what are they doing when they get here.
- We are mobilizing bodies, but concurrently we need to be looking at options – from a planner perspective, there are fine details on that plan that we don't have.

PALMER

- This plan is an option, yes. The barrier is the “slow” piece. Understand that it can't happen fast, but it's the “slow” part that the Command itself has a hard time with.
- We should start talking to the Chief – this is something that we should look at – this is a good idea.

SKINNER advises this is going to be long no matter how we do it.

TAYLOR

- If the Chief doesn't agree to the plan, it's a non-starter.
- OPS slide deck says only impact it's had is on local residents – Ambassador Bridge in Windsor is closed, impacting \$100 million a day.
- Maintenance plan needs to be launched this morning.
- Enforcement needs to stop – doomed to fail.
- Get OPP and RMCP mobilized to traffic points and QRTs, not enforcement.
- If we get maintenance piece done this morning and get OPP going, we have time to get TETREAULT's plan organized.

PARDY

- Mission changed yesterday, as we saw.

SKINNER

- Need to negotiate down to a manageable size before going to hard tac plan.
- Have resources here that could already do the plan that Tetreault comprised.
- POU also trains for crowd management stuff, as opposed to just crowd control. Taught to go talk to people, get intel.
- What's the messaging today? Messaging needs to be consistent every day.
- We can do it with the resources we have now, today, if we have that coordinated messaging.
- Ease off on enforcement.
- Problem was there has been no clear direction since Day 1.

DUFFY

- Going in with a soft approach and reversing the psychology is an impactful communication strategy.
- Let OPS build trust back with the community that they serve and rotate them out.
- Let us police the protest, incrementally get in there and get embedded.
- Win-win for everybody – and it's very doable.

WARFIELD

- Discuss possible Stockholm syndrome in relation to PLT – getting to know the protestors, etc. – worried that there are some entrenched already – how do you deal with that potential?

TETREAULT – various ways to deter that – and it needs to be added into joining instructions – bring PLTs out, reorient them at the end of their shifts, hang out with other police and reset their baseline. Bring them back to policing.

PARDY

- This strategy is very different to what the OPS has planned – calls are going to be made to Chiefs to ensure they're speaking with Chief Soly.

- We have to continue with resource deployment – need to have clear understanding of what needs are and define those needs.
- Love the strategy – it would probably take 3 weeks. In our communities, we're espousing a lot of these values now – the empathetic approach and communication styles. It's a sound plan. This type of plan works towards the OPS end goals, just that the pieces are moved around a bit.

FRANCIS

- Need to get the ball rolling – start mobilizing people.
- Need to do that to back the maintenance piece – without the buy in by Chief Sloly, it's a moot point.
- Meeting of Big 12 Chiefs at 1400hrs.
- SKINNER says his Chief is waiting for information from this group take back to the Chiefs so they have a chance to discuss it.
- FRANCIS – wants to know where the traffic points are – OPS has 36 of them. Went through it again – initial plan for maintenance – there are 37 traffic points. 14 of them are already staffed by OPP. A few RCMP.
- PALMER - Discusses whether it would be beneficial if the inner core, for maintenance, is policed by everyone but OPS?
- It will take time for other services to come in, just to change that thought process?
- TETREAULT - says change over from OPS as the lead in the protest zone, is going to happen organically. There should be Ottawa members there for knowledge and guidance – local community officers who know the area.
 - o OPS isn't going to disappear completely, but there with a minimum footprint.
 - o To help sell it to OPS – after this event, OPS is going to be faced with sick time – aside from Covid – a long, stressful event, officers will be off. We can start to reduce that impact by bringing in these members.
- WARFIELD – sit down in a war room and come up with multiple strategies.

PARDY – going to brief boss on starting the dialogue on the pivot we're looking to make. Need to have a plan that addresses every contingency. This is about measured approach – communication, negotiation, investigation, appropriate enforcement.

- WARFIELD – who owns the narrative on the ground in the social media realm? Does Ottawa have a communications strategy? PALMER says not officially. TETREAULT says police have lost strategic communication piece.
- TETREAULT – By bringing in the community resources officers, they will be bringing their social media accounts with them. Use that to our advantage.
 - o To mitigate the damage, when we clear a street, immediately go in with a street sweeper, clean it up, etc. Go for coffee. Renormalize the integration of these people within the community.

Breakout groups discussed.

- PARDY requests Brad TAYLOR go through documents from Toronto and look at the numbers.
- Intel strongly recommended they bring the CIG together – fear is that intel is still being siloed. 2 intel bosses are linked together and speaking every day. We have to bring broader picture together.
- FRANCIS will be working on doubling the OPP footprint – bringing 60 extra bodies today – get it rolling – already been mobilized by EOC. ABRAMS working on that plan with the team at Wyndham Hotel in Kanata.
 - Scott Underhill on radio comms piece.
 - Wants to know where they are going, what they're doing.
- Break into 2 teams – one working on how to resolve and one on how to maintain it. That way we can get mobilization on maintenance going today. TAYLOR will lead mobilization piece.
- RMCP commissioner, based on previous numbers (1800 with civilian staff).
- PARDY gave them lowdown of what each level of staffing involved, as well as complete POU at each stage. Chiefs and commissioners had discussion – knew there was an action plan scheduled. Behind the scenes, they started mobilizing based on those numbers.
- Once we met with PALMER the number changed drastically. Sent an email back last night, this is what OPS has on ground complementing this plan and this is what is needed – 120 from RCMP, 120 OPP, 120 from OPS, totalling 360 (rounded to 360).
- Got a new model today, based on staffing – 516 originally proposed was based on a 3 shift model, walked away from yesterday, went to a 2 shift model. Let's not deploy what we don't need.
- Total number is now 258 per 24 hour cycle.
 - 37 traffic points = 74 officers + 5 Sgts for roving and supervision, x2 (158 members)
 - 11 QRT x4 members x2 (88 members)
 - Command – 6 x2 (12 members)
 - TOTAL 258
- When would you like them to start for the first 12? Need to work out joining instructions, comms, command and control, rules of engagement, etc.
- TETREAULT suggests building in a 10-15% redundancy for Covid – they will be in contact with a lot of people – if no one ends up getting sick, they can be used for relief.

Meeting adjourned at 0854 hrs.

1524 hrs

PARDY

- PARDY advises that we are an Integrated Planning group, tasked with supporting and complementing OPS Operational Plans.

BEAUDIN

- Spoke with Deputy Minister and Privy Council – Beaudin reached out to see what sort of supports or advice he may be able to provide them.
- When it comes to protests/demonstrations and occupations, typically have the ability to do 2 things, we haven't be able to do here: Ask for resolve and ask for compliance.
- If people are responsive or compliant, they have the ability to move people.
- OPS D/Chief Trish FERGUSON asked for guidance in liaison work – Beaudin sent her a 9 page document and spoke to Mark Paterson at the MIC.
- Provided them with strategies to shore up communication with protesters.
- May be looking at MIC change in near future, which may clear up issues.
- Strategies for an exit out of Ottawa. Ultimately, it's become a trigger for solidarity across the province and nation.
- Regarding Hwy 402 – what can we say or do to get you out of here? Most people are there in support of the protest in Ottawa.
- BEAUDIN says he has not tested the resolve and the compliance of the members in Ottawa, if we find the leader, identify the leaders that can move trucks and get them to denounce the activity in Ottawa, we can probably end solidarity demonstrations provincially.
- Will also identify people not lead by this group.
- If there is a command structure that will allow it, BEAUDIN will find out who the leaders are, if they have enough power to get people to leave and if they get a meeting, denounce actions provincially and in the city of Ottawa.
- They would get their meeting – 5 or 6 leaders, would then be untouchable while peaceful negotiations took place.
- There are no negotiations that federal gov't can do right now, but they would be heard. Hopefully ease the public order response.
- Ask Trish FERGUSON that PLT have the autonomy and authority to negotiate in good faith.
- If a strategy was in place to move as this moves, but also authority and autonomy to negotiate and follow through with negotiations, we would be in better position and get more definitive answers.
- Gov't is going to provide an email to us, saying we will give you a meeting and you will get letter of the meeting once you denounce what's happening.
- People will have 4-5 days to leave, then the meeting would occur with lawyers, leaders, whoever.
- Underlying issues have nothing do with policing and everything to do with government. They have a responsibility to come to the table.
- Roughly 80% of protestors are compliant and nice. 3-5% is criminal element and 15% is on the fence. The "on the fence" people are going to choose sides based on police action. Don't want it to be seen as if we're acting unpredictably because will increase unpredictability.
- Don't want to look like we're targeting people, being heavy handed.
- We would be creating an "us vs them" situation. People become more polarized when that happens.

PARDY

- High level planning, contingency planning speaks exactly what you're talking about. It's a measured approach – obviously have to be action eventually to completely demobilize.
- Track record with PLT – commanders need to give that level of authority, it's absolutely key.

- Everyone is on the same page: we are here to support OPS in their plan.
- Ultimately, command and control and action of their plan does rest with the Ottawa Police Service.
- This is a very dynamic situation – what's happening elsewhere in the province and what's being projected to happen.
- Messaging at Ottawa level needs to transcend PLT across the country to maintain consistent messaging.
- Attempted to get that messaging since Tuesday evening.
- Waiting for RCMP to return regarding potential action tomorrow –
- Intel has advised that the action tomorrow has been talked about on Facebook - has been leaked.
- Intelligence is reminding us what we say, how we say, where we say it matters. Reaffirm our decision to have these discussions in a police facility.

FRANCIS asks Mike Acton about clearing out Rideau and Sussex

- They're moving them best as they can. Acton advises they got the green light and will be working on that. Best part is, sweetened the pot – if they clear out Rideau and Sussex, [REDACTED] and his lawyers have advised they will start immediately working on an exit strategy.
- Requested they help clear the blockage at the border. [REDACTED] et al said they were calling their contact down there.
- As soon as Sussex and Rideau is cleared, immediately starting mediations about their exit strategy.
- Once things start to clear out of Ottawa, protestors in Lambton have said they'll clear their barricades.
- PARDY asks if they've got approval? ACTON advises S/Sgt. John Ferguson gave green light, make it happen. OPS PLT beginning to coordinate that effort.
- SKINNER – what can we put in place for front line officers to be able to support the PLT and ensure the messaging is consistent?
- MARCEL – sent an email to Supt Mark PATTERSON to shore up communication – so many teams but no simple command structure – the disjointedness is really an issue.
- Simple as going and talking at Coventry – we had no idea there was a POU team stood up to arrest, as we were negotiating people to leave the area, were ultimately arrested.
- Dawn FERGUSON could get something at the beginning of the day to the Incident Commander, advising of messaging.
- PARDY asks BEAUDIN to support S/Sgt. FERGUSON and his team – with a lot of OPS members - day 14-17 days straight, tired, need support and relief. Even if every checkpoint is aware of what the message is, it can be another way to get the message through.
- Marcel will be sending a draft – sent to D/Chief Ferguson before this – ultimately, have someone put together a package what the issues are and talk about what the actually measured approach is.
- The issue is if we're negotiating and trying to get rid of a footprint, absolutely critical if doing enforcement that some sort of strategy needs to be targeted. Take a breath.
- If we are negotiating maybe have a daily email from John Ferguson identifying the message of the day.
- Acton advises that boots on ground have been instructed by John Ferguson to keep checkpoints in the loop as to what's going on. Hopefully that helps.

Teleconference adjourned at 1551 hrs.

1632hrs

- PARDY advises group about the Hub Coordination of Police Resources. Was stood up about a week ago. This is something that needs to be coordinated in that fashion, so that one area is not overwhelmed with no support.
- We asked SLOLY yesterday with a list of everything they've asked for and what they've received – committed to doing it and reiterated that on the call this afternoon.
- Just let us know, so when we're trying to deploy people and holes have been filled, we can deploy them somewhere else.

1636hrs

- LEU had a meeting with the Superintendent RCMP in charge of deploying 250 members. They have a command post there to determine where they put those members and how they'll interact with OPS and the lack of plan.
- Got there and walked by one of the rooms, there's a full on tac briefing going on – all POU Commanders. They're talking about actions – people writing notes.
- We interrupted their briefing and pulled out Burnett, Drummond and Morin.
- Advised them of our plan – trying to get a strategic overall plan to resolve this in the least inflammatory way.
- TETREAULT explained the plan, everyone on board unanimously.
- Still miscommunication - are your PLT on board with a kinetic action? Absolutely not. Chief said they were.
- All agreed this is where we need to go, this plan has to continue.
- Deputy 2nd in charge of the RCMP wants a plan in 24 hours to take to the RCMP Commissioner.
- Have been told numerous times from RCMP, OPP, Big 12 – someone needs to talk to OPS Chief on his level, it can't be us.
- Rob DRUMMOND will try to talk to Chief SLOLY.
- Agreed that nothing kinetic can happen until PLT has a chance to move them. All on the same page. Mike O'Byrne arranging meeting to brief RCMP deputies.
- Want to see the TETREAULT's plan as well as the maintenance plan within 24 hours.
- Given until Tuesday (February 15th) morning before anything will happen.
- Key part is messaging – clear messaging is needed.
- Consistent with PLT briefing – wants the ability to negotiate something and not be undone right after.
- Needs to be a unified command – Ottawa is full of SMEs right now that could guide us through.
- LEU says we have until tomorrow.
- RCMP POU will get to Windsor tomorrow.
- OPP has to pivot – if Windsor is a priority, they have to pivot.

1700hr

PARDY

- Ask from OPP Deputy HARKINS – the 72 hr hold on any kinetic action – has that been approved by the Chief? RHEAUME says yes, he knows. It's been shut down.
- We told Chief if he gets requests from smaller agencies, ask that we be made aware, for planning purposes.
- Example – if they can only come for 3 days, we need to know that, and be able to support them logistically as well.
- RCMP advises 60 hotel rooms available in Vanier – those RCMP POU went to Windsor, they kept the hotel rooms.

- A lot of economic pressures – affecting the truckers – they want concessions, PLT has been authorized to make that happen.
- OPS – OPP and RCMP commissioners need to speak to the OPS Chief.
- That message has been delivered.
- Chief SLOLY said if you've got a plan, only guarantee is we will support you – not going to let you down and leave you high and dry.
- Plan is doable, but need to get action asap.
- RCMP TETREAULT says we can do it at shift change tomorrow morning – message going out to checkpoints – to the media lines. Stressed to Marcel to work with John Ferguson. Let's make sure the message is hitting all the points.

1720hrs – Call between Mike FRANCIS, Craig ABRAMS, Carson PARDY and Chuck WESLEY

- Call to WESLEY with regards to resource deployment – want confirmation that deployment began last night, just heard that it just started this afternoon
- Wanting to confirm terms of the ask – it's changing – what WR was going to be supplying is not available – need to replace those as well as the additional.
- Won't be available until Saturday/Sunday
- We needed them last night. Resources were asked for on Monday.
- Information regarding Saturday/Sunday did not come through the Planning Cell.
- Appreciate the need to work out logistics and the changeover.
- Last night Commissioner called in an entire team to mobilize people to be here.
- Concern about delaying it to Saturday - is contrary to everything we've told our partners we're doing.
- WESLEY says people won't come to work until they know what they're doing.
- Advise Brad Taylor is doing maintenance plan – pretty much ready to go.
- Capacity last night to manage the original 60.
- FRANCIS can't do anything until he knows numbers
- PARDY advises WESLEY that Francis and ABRAMS will reach out to WESLEY directly to resolve.

1729hrs call ended

- FRANCIS advises OPS doesn't know what OPP will be doing – not doing traffic check points, they'll be relieving QRT.
- 1773hrs – Francis advises OPS has a new MIC – Rob BERNIER – and are requesting FSB have Dave SPRINGER assist with the MIC.
- 1817- FRANCIS advises that his Incident Commander has reached out to Ottawa staff sergeant and says she has no work for our people until the earliest tomorrow afternoon.
- Prepared to accept, starting tomorrow morning, additional members to come in.
- Overarching issue – what is your operational plan? Don't have one.
- 1908hrs – using GHQ EOC mailbox – to request resources and for resources being coordinated out.
- 1910hrs- Planning team says well in advance of 1700hr tomorrow deadline they will have a plan.

Complete – 1930hrs

Prepared by OPP Critical Incident Scribe Toni McKenney

#338279